

MULTIMEDIA



UNIVERSITY

STUDENT IDENTIFICATION NO

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# MULTIMEDIA UNIVERSITY

## FINAL EXAMINATION

TRIMESTER 3, 2016/2017

**BMG3024 - CROSS CULTURAL MANAGEMENT**  
(All Sections / Groups)

2<sup>nd</sup> June 2017  
3:00 PM – 5:00 PM  
(2 Hours)

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### INSTRUCTIONS TO STUDENTS:

1. This question paper consists of **TWO (2) SECTIONS** and **6** pages (inclusive of the cover page).
2. **SECTION A** consist of Multiple Choice Questions (worth 40 marks). Answer **ALL** questions in the given MCQ sheet using a '**2B**' or '**BB**' pencil.
3. **SECTION B** contains **THREE (3)** essay questions (worth 60 marks). Answer **ALL** questions. Write your answers in the *Answer Booklet* provided.

**SECTION A- Multiple Choice Questions (2x20=40 MARKS).Answer All.**

1) Which of the following countries is today known as the world's services supplier, providing highly skilled and educated workers to foreign companies?

- A) China
- B) Brazil
- C) Mexico
- D) India

2) To which of the following free-trade agreements do Mexico, Canada and the United States all belong?

- A) NAFTA
- B) ASEAN
- C) CAFTA
- D) MERCOSUR

3) Which of the following best describes nationalization?

- A) Outsourcing of governmental functions to private entities
- B) Hiring preferences given to locals rather than expatriates
- C) Government's gradual and subtle actions against a firm
- D) Forced sale of an MNC's assets to local buyers

4) Micro-political risk events are those that affect \_\_\_\_\_.

- A) multiple industries and companies
- B) several other nations in the same region
- C) one industry or company or a few companies
- D) domestic industries or companies

5) \_\_\_\_\_ is the awareness of and an honest caring about another individual's culture.

- A) Cultural accommodation
- B) Cultural empathy
- C) Cultural sympathy
- D) Cultural quotient

Continued...

6) Which of the following represents the expectations, norms, and goals held in common by members of a specific company or group?

- A) Cultural variable
- B) Societal culture
- C) Organizational culture
- D) Organizational system

7) The unconscious reference point of one's own cultural values is called a(n) \_\_\_\_\_.

- A) self-reference criterion
- B) cultural distance criterion
- C) cultural diffusion standard
- D) unconscious power-distance point

8) According to Hofstede, the extent to which subordinates accept a hierarchical system in a company is known as \_\_\_\_\_.

- A) uncertainty avoidance
- B) power distance
- C) individualism
- D) masculinity

9) Which of the following terms refers to a society's ideas and convictions about what is good or bad and right or wrong?

- A) Regulations
- B) Values
- C) Rules
- D) Procedures

10) All of the following are value dimensions proposed by Hofstede EXCEPT \_\_\_\_\_.

- A) uncertainty avoidance
- B) assertiveness
- C) power distance
- D) individualism

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- 11) According to Trompenaars's value dimensions, which of the following focuses on the emotional orientation of relationships?
- A) Universalism versus particularism
  - B) Neutral versus affective
  - C) Specific versus diffuse
  - D) Achievement versus ascription
- 12) Which of the following is most likely to be a reason for ineffective international business negotiations?
- A) Differences in cultural values and problem-solving techniques
  - B) Highly restrictive government legislations
  - C) Lack of socializing with the opposite party
  - D) Lack of nonverbal communication
- 13) Which of the following is one of the stages in the negotiation process?
- A) Preparation
  - B) Link building
  - C) Feedback
  - D) Orientation
- 14) In the negotiation process, participation in social events, tours, ceremonies, and informal conversation is a characteristic of the \_\_\_\_\_ stage.
- A) preparation
  - B) information exchange
  - C) relationship building
  - D) concessions and agreement
- 15) Arab negotiators will most likely make concessions because of their interest in \_\_\_\_\_.
- A) saving valuable time
  - B) preventing embarrassment
  - C) forming long-term relationships
  - D) creating a good first impression

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- 16) \_\_\_\_\_ are employees assigned to a country other than their own.
- A) Host-country nationals
  - B) Inpatriates
  - C) Third-country nationals
  - D) Expatriates
- 17) Alliances that are carried out through contract rather than ownership sharing are called \_\_\_\_\_.
- A) cultural strategic alliances
  - B) equity strategic alliances
  - C) non-equity strategic alliances
  - D) transmodal strategic alliances
- 18) Which of the following should ideally dictate the organizational structure and staffing needs of the firm?
- A) The firm's customers
  - B) The size of the firm
  - C) The firm's strategy
  - D) The firm's short-term objectives
- 19) Kelly Roberts, an American, is a senior manager at her firm's headquarters in New York. Kelly is a(n) \_\_\_\_\_.
- A) expatriate
  - B) parent-country national
  - C) host-country national
  - D) third-country national
- 20) Which of the following is true with regard to Japanese workers?
- A) Japanese workers consider work to be less important in their lives compared to leisure.
  - B) Japanese workers are typically lazy and are not dedicated to group goals.
  - C) Japanese workers typically feel strong kinship to their employers.
  - D) Japanese workers do not consider friendship to be an integral part of the workplace.

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**SECTION B (60 MARKS): Answer ALL questions.****Question 1**

- a) Explain the four types of legal systems that are followed by different countries. (10 marks)
- b) Hofstede proposes four value dimensions. Identify and explain them. (10 marks)

**[20 marks]****Question 2**

Discuss the preparation and relationship building stages involved in the negotiation process. [20 marks]

**Question 3**

- a) Strategic alliances are classified into four categories. Identify and explain them. (10 marks)
- b) How are the Mexican managers motivated by intrinsic than by extrinsic factors? (10 marks)

**[20 marks]****End of Page**